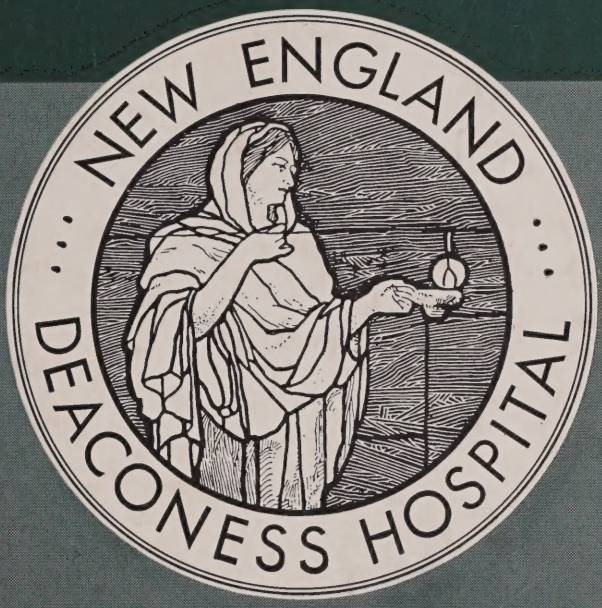

Annual Report

1945

NEW ENGLAND DEACONESS HOSPITAL

NEW ENGLAND DEACONESS HOSPITAL

Annual Report

1945

DEACONESS GENERAL • PALMER MEMORIAL

GEORGE F. BAKER CLINIC

DEACONESS ROAD, BOSTON 15, MASSACHUSETTS

Information Please

BUSINESS ADMINISTRATION

Officers of the Hospital

1946

President

HOWARD D. BREWER, 12 East Worcester Street, Worcester, Mass.

Vice-Presidents

ALFRED H. AVERY, 19 Chestnut Street, Cambridge, Mass.
CARL S. ELL, 360 Huntington Avenue, Boston, Mass.

Treasurer

FRANCIS W. CAPPER, Boston Safe Deposit & Trust Co., Boston, Mass.

Clerk

JOHN A. DUNN, 81 Garden Road, Wellesley Hills, Mass.

Executive Committee

STANLEY O. MACMULLEN, *Chairman*

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JOHN BARNARD	†JOHN A. DUNN	HENRY S. ROGERSON
†HOWARD D. BREWER	CARL S. ELL	HOWARD W. SELBY

WILLIAM B. SNOW, JR.
F. GORHAM BRIGHAM, M.D., *Staff Representative*

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School of Nursing Committee

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JOHN W. CASS, JR., M.D.	MISS ETHEL M. EASTER	†MISS M. M. SHRADER
†WARREN F. COOK		J. WENDELL YOE, Ph.D.

†Ex-officio

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Leland Powers
Glenwood J. Sherrard
Mrs. Sheldon E. Wardwell
Edward E. Whiting

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Ernest G. Howes
J. Franklin McElwain
Bartlett T. Miller
Robert H. Montgomery
Mayo A. Shattuck
Mrs. E. N. Wrightington
Roy A. Young

TERMS EXPIRING 1949

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Alfred H. Avery
Horace A. Carter
Paul F. Clark
Vincent P. Clarke
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Roger I. Lee
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Stanley O. MacMullen
Edward H. Redstone

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G. Bromley Oxnam
Cornelius A. Parker
Henry S. Rogerson
Howard W. Selby
Ralph E. Thompson
Mrs. William L. Young

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Elliott P. Joslin
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Matthew P. Scullin
William B. Snow, Jr.
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Karl T. Compton
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Guy W. Cox
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Elliott P. Joslin
Richard Kellogg
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Shields Warren
Daniel E. Watson
Parker Webb
Ross Whistler
Edward E. Whiting
Ben Ames Williams
Lawson Williams
Elwin L. Wilson
John C. Wingett
Mrs. E. N. Wrightington
Roy A. Young
Mrs. Wm. LeRoy Young

Annual Report of the Treasurer

BALANCE SHEET, DECEMBER 31, 1945

ASSETS

CURRENT ASSETS:			
Cash			$ 42,569.16
Accounts Receivable		$78,481.66	
Less reserve for uncollectible accounts		33,733.74	44,747.92
Inventories of Supplies			71,322.09
Total Current Assets			$ 158,639.17
Cash and Securities reserved for gifts and bequests for special purposes, including $3,268.61 for Radium Fund			112,249.42
INVESTMENT OF FUNDS:			
General:			
Securities and Savings Bank Deposits (Market value $698,000)	$649,404.14		
Cash awaiting Investment	33,262.50	$682,666.64	
Special:			
Fannie S. Elliott Fund Securities and Savings Bank Deposits (Market value $30,500)	$29,561.51		
Cash awaiting Investment	2,147.83	31,709.34	
F. B. and G. A. Webster Annuity Fund Securities (Market value $10,400)		8,898.01	
SAVINGS BANK DEPOSITS:			
Alice Wheeler Fund	$ 8,553.19		
Smith Hamilton Fund	42,600.00		
Amy W. Pinkham Fund	20,000.00		
Annuity Reserve	17,200.00	88,353.19	811,627.18
REAL ESTATE AND EQUIPMENT:			
Land and Buildings			2,130,188.15
Equipment and Furnishings			194,102.70
Radium			134,694.33
Insurance Prepaid			3,957.79
New Building Fund — Cash and Securities			429,117.41
			$3,974,576.15

Annual Report of the Treasurer

BALANCE SHEET, DECEMBER 31, 1945

LIABILITIES AND FUNDS

CURRENT LIABILITIES:	
Accounts Payable	$ 48,502.54
Taxes Withheld from Salaries and Wages for Quarter Ended December 31, 1945	4,972.57
Accrued Expenses	2,777.16
Mortgage Payments Due in 1946	69,399.22
Total Current Liabilities	$ 125,651.49
Gifts and Bequests for Special Purposes	108,980.81
Mortgage Payable (not including $69,399.22 shown under current liabilities above)	110,862.79
Endowment Funds plus Unapportioned Gains on Sale of General Investments	774,427.18
Amy W. Pinkham Fund	20,000.00
Annuity Reserve	17,200.00
Training School Funds	2,990.08
Building and Equipment Funds	2,084,699.01
Radium Fund	137,962.94
Reserve for Improvements and Replacements Delayed by War Priorities	17,245.83
General Fund	145,438.61
New Building Fund	429,117.41
	$3,974,576.15

Income Statement

YEAR ENDED DECEMBER 31, 1945

OPERATING INCOME:		
Board and Room	$ 676,807.30	
Operating Room	71,172.20	
Solution Room	20,402.35	
X-ray and Deep Therapy	76,185.50	
Laboratories	80,675.50	
Blood Bank	45,982.00	
Foot Room Physical Therapy	2,151.19	
Pharmacy and Dressings	161,491.80	
Board of Special Nurses	8,492.55	
Out-patient Department	4,302.00	
School of Nursing	190.00	
Collection on Accounts previously charged off, less Expenses of Collection	1,373.98	
Carried forward	$1,149,226.37	

Income Statement

(Continued)

YEAR ENDED DECEMBER 31, 1945

Brought forward	$1,149,226.37	
Radium	3,774.50	
Dentistry	3,401.50	
Reimbursement for Maintenance of Cadet Nurses, except $9,162.16 credited to Dietary Department	14,538.64	
Miscellaneous	3,623.38	
Total Hospital Income	$1,174,564.39	
Less:		
Free Work	$ 73,524.78	
Provision for Uncollectible Accounts	14,202.22	
	$ 87,727.00	
Hospital Net Income		$1,086,837.39
OPERATING EXPENSES:		
Administrative and General	$ 86,869.56	
Purchase and Personnel	12,533.11	
Housekeeping	76,664.18	
Laundry and Linens	43,905.62	
Heat, Light and Water	65,805.51	
Maintenance and Repairs	37,447.87	
Provision for Replacements and Improvements delayed by War Priorities*	2,500.00	
Other Property Expenses	16,806.07	
Dietary less $9,162.16 credited for Cadet Nurses	314,513.47	
Medical and Surgical Supplies	19,753.89	
Nursing Care	105,888.13	
Training School	24,975.21	
Pharmacy	125,882.26	
Medical Records	14,349.90	
Social Service	6,351.09	
Volunteer Program	3,466.86	
Operating Room	39,519.90	
Solution Room	17,955.23	
X-ray	39,744.34	
Laboratories	63,989.46	
Foot Room	1,700.57	
Blood Bank	12,257.29	
Dentistry	1,994.63	
Radium	4,038.36	
Out-patient Department	7,479.00	$1,146,391.51
Deficit from Operations — carried forward		$ 59,554.12

The Motive

behind the growth of the Deaconess Hospital has been the instinct and desire to care for those sufferers who are not able to care for themselves. The need is greater today than it has ever been. Why not let skilled workers be the servants of your good will?

NEW ENGLAND DEACONESS HOSPITAL

FRANCIS W. CAPPER, *Treasurer*
16 Deaconess Road, Boston

ENCLOSED find $_____ as my contribution toward relieving the suffering of the poor.

[NAME] _____

[ADDRESS] _____

_____

Income Statement

(Continued)

YEAR ENDED DECEMBER 31, 1945

Deficit from Operations — brought forward		$ 59,554.12
ADD OTHER EXPENSES:		
Interest	$ 9,992.36	
Annuities	1,456.40	
Pensions	1,680.00	13,128.76
		$ 72,682.88
DEDUCT OTHER INCOME:		
Investment Income not including Income of Martha A. Sargent Fund appropriated for Reduction of Mortgage payable	$ 23,160.79	
Community Fund	24,000.00	
Other donations	15,318.43	
Trustees of the Consumptives Home	9,000.00	
Income from Estate during Administration	1,000.00	
Guarantee Fund	175.00	72,654.22
Deficit for the Year		$ 28.66

*Charges against the Reserve for Replacements and Improvements delayed by War Priorities during the Year totaled $13,474.17.

Analysis of General Fund Account

Balance January 1, 1945		$ 219,292.09
Add:		
Income from Martha A. Sargent Fund appropriated for Reduction of Mortgage payable		35,000.00
Unrestricted Legacies		91,076.24
		$ 345,368.33
Deduct:		
Transfers to Building Fund representing payments on mortgage	$ 199,901.06	
Deficit for the Year above	28.66	199,929.72
Balance December 31, 1945		$ 145,438.61

Auditor's Certificate

NEW ENGLAND DEACONESS HOSPITAL
Boston, Massachusetts

I have examined the balance sheet of New England Deaconess Hospital as at December 31, 1945, the Income Statement and Analysis of General Fund Account for the year then ended, have reviewed the system of Internal Control and Accounting Procedures of the Hospital, and, without making a detailed audit of the transactions, have examined or tested accounting records of the Hospital and other supporting evidence by methods and to the extent deemed appropriate.

It is not the practice of the Hospital to make provision for depreciation on buildings and equipment.

In my opinion, the accompanying balance sheet and related income statement and the analysis of General Fund Account present fairly the position of New England Deaconess Hospital as at December 31, 1945, and the results of its operations for the fiscal year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Boston, Massachusetts
January 31, 1946

W. WEBSTER MCCANN
Certified Public Accountant

Endowment Funds

DECEMBER 31, 1945

INCOME TO BE USED FOR FREE BEDS

Mary V. Ackley Free Bed Fund	1936	$ 3,000.00
Adelaide Bunnell Allen Fund	1942	1,000.00
Julia A. Babcock Free Bed Fund	1929	200.00
George William Boyd Free Bed Fund	1909	5,000.00
Abbie K. Chandler Free Bed Fund	1913	1,000.00
John Howard Charlton Fund	1942	1,000.00
Mr. & Mrs. Costello C. Converse Free Bed Fund	1927	50,000.00
Fannie F. Eager Free Bed Fund	1908	5,000.00
George R. Eager Free Bed Fund	1921	5,000.00
Mr. & Mrs. William R. Elliott Free Bed Fund	1938	31,709.34
Free Bed for Eye Patients	1931	6,869.00
Edith W. Gallagher Fund	1933	10,000.00
Ferdinand C. Gammons Fund	1934	68,575.91
Nathan R. George Free Bed Fund	1943	29,197.38
Annie W. Gooding Free Bed Fund	1925	1,200.00
Isabella Louise Grant Free Bed Fund	1944	6,500.00
Lucy J. Haigh Free Bed Fund	1926	5,000.00
Bishop John W. Hamilton Free Bed Fund	1938	500.00
Mary Adeline Tobey Hastings Fund	1931	24,934.44
Elijah B. and Josephine M. Hine Room	1904	3,900.00
Abbie Hills Holbrook Bed	1935	10,000.00
Ida Sinclair Holt Fund	1927	25,000.00
Dr. Joshua C. Hubbard Free Bed Fund	1917	5,000.00
S. Elizabeth Huntington Free Bed Fund	1926	5,000.00
Soloman M. Hyams Bed	1929	10,000.00
Linda May Jackson Free Bed Fund	1931	600.00
Deborah M. Josselyn Free Bed Fund	1917	346.40
Nellie Louise Kidder Free Bed Fund	1930	745.24
Kingsbury Fund for Aliens	1911	678.05
Aimee Lamb Free Bed Fund	1931	5,000.00
Effie E. Lord Free Bed Fund	1941	1,000.00
Flora E. MacGlauflin Free Bed Fund	1933	5,000.00
Mary L. McIntyre Fund	1942	1,000.00
George H. Maxwell Fund	1927	10,000.00
Sarah K. Morse Fund	1928	1,758.00
Nellie S. Moulton Free Bed Fund	1931	300.00
New England Deaconess Alumnae Association Free Bed Fund	1931	10,200.00
New Hampshire Conference Free Bed Fund	1916	1,019.36
John A. Ordway Fund	1942	5,000.00

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t the Annual Christmas Party

Endowment Funds

DECEMBER 31, 1945

INCOME TO BE USED FOR FREE BEDS

Albert N. Parlin Free Bed Fund	1930	$25,000.00
Albert N. Parlin Free Bed Fund	1935	25,000.00
Abbie S. Peasley Free Service Fund	1917	475.00
Mary E. Pickering Free Bed Fund	1926	500.00
Anna M. Pickford Memorial Free Bed Fund	1927	25,000.00
Anonymous	1941	16,000.00
Georgia M. Whidden Porter Free Bed Fund	1938	20,696.84
Howard M. Ray Memorial Fund	1937	300.00
Mrs. Hannah R. Richards Memorial Fund	1923	1,000.00
Mary Elizabeth Slack Free Bed Fund	1944	25,000.00
Louise O. Twombley Fund	1937	100.00
Emma A. Ward Fund	1941	1,896.23
Catherine E. Watson Free Bed Fund	1923	5,000.00
William F. Willman Fund	1934	4,887.33
Annie W. Woolson Free Bed Fund	1920	5,000.00

INCOME TO BE USED FOR GENERAL PURPOSES

Ada S. Blair Fund	1926	$ 4,750.00
John and Harriet Champhrey Fund	1923	3,063.36
Philip Chase Fund	1938	50.00
Clark Fund	1900	2,910.00
Chester C. Corbin Fund	1917	100,000.00
Clara L. Crawford Fund	1925	5,000.00
Francis J. Douglas Fund	1926	500.00
Roswell L. Douglas Fund	1922	2,500.00
Mary George Fund	1915	1,000.00
Sarah R. Griffin Fund	1918	7,000.00
Francis W. Hale Fund	1935	1,000.00
Charles W. Haworth Fund	1936	300.00
Alice Hiscox Fund	1945	1,000.00
Margaret E. Johnston Fund	1926	2,500.00
Maud G. Leadbetter Fund	1945	1,000.00
Willard Taylor Perrin and Lucy E. Perrin Memorial Fund	1939	13,010.97
Chaplain and Mrs. Charles A. Plumer Fund	1922	200.00
Herman and Emma Richter Fund	1929	2,301.46
Elizabeth Clarke Rogers Fund	1928	5,000.00
Sophie K. Rousmaniere Fund	1945	15,000.00

Endowment Funds

DECEMBER 31, 1945

INCOME TO BE USED FOR GENERAL PURPOSES

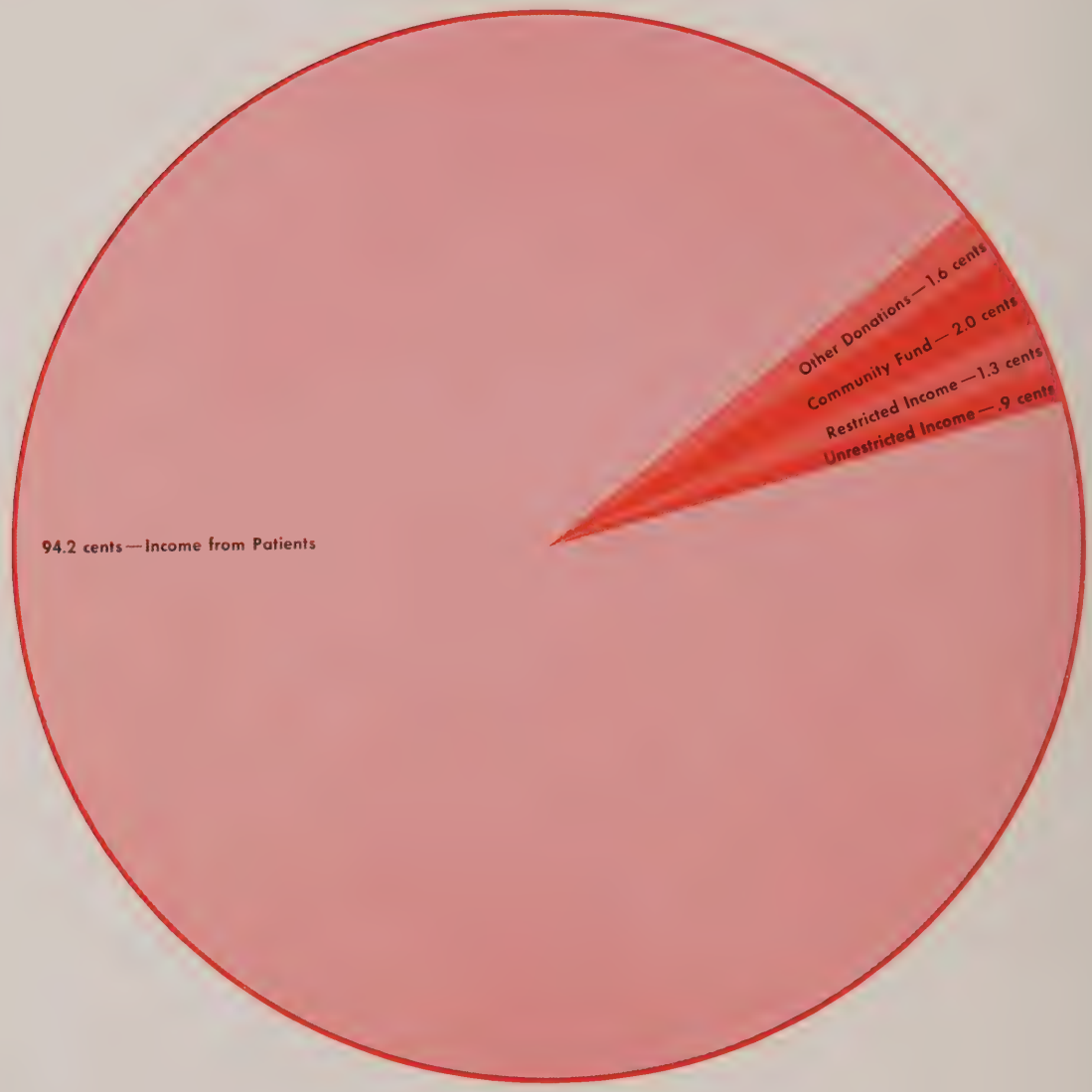
Georgianna B. Sargeant Fund	1935	$ 2,000.00
Smith-Hamilton Fund	1936	42,600.00
Ella Gertrude Spalding Fund	1934	2,114.87
Sarah S. Swift Fund	1929	2,275.70
Alice Wheeler Fund	1939	8,553.19

INCOME TO BE USED FOR SPECIAL PURPOSES

Jane G. A. Carter Orthopedic Fund	1928	$ 1,000.00
Mary E. Holt Room Fund (Furnishings)	1911	1,000.00
Mr. and Mrs. Joseph B. Jacobs Fund	1945	1,000.00
Daniel Fiske Jones Fund	1938	5,000.00
Sylvester Kimball Fund (Furnishings)	1923	500.00
Gallah Levi Fund (Furnishings)	1914	1,000.00
Mary DeShon Lowell Fund	1928	546.00
Fannie Kimball Morse and May Conant Morse Fund	1923	1,000.00
Walter S. North Fund for Study and Care of Diabetes	1941	1,000.00
Wendell Phillips Parker Fund	1945	240.00
William L. Shearer Fund	1932	10,000.00
F. B. and G. A. Webster Fund	1923	8,898.01

Distribution of the Income Dollar

1945



Distribution of the Expense Dollar

1945

Annual Report of the Administrator to the Corporation

AT ITS

Annual Meeting

FEBRUARY 5, 1946

In his biography of Gladstone, Morley said of him that "He stood in the door of history, not to block it, but to keep it open, that the march of progress might pass through, unimpeded."

I have recently been reading the old reports of the early Deaconesses who, by faith and toil and devotion to a cause in which they fervently believed, overcame tremendous odds to keep the way open that the forces making for a great hospital might progress.

Miss Lunn, the first superintendent, whose foresight and courage had much to do with purchasing the land on which the Hospital now stands; Miss Betts, who for twenty-three years guided the young Hospital through trials and tribulations, even, according to the records, selecting the doctors to practice in the new Hospital, until a Permanent Staff was organized . . . these and many others gave their lives to this institution.

There were many mistakes and misfortunes, true, but they got through . . . they served the sick and the needy . . . and they paid their bills.

It was not until after World War I that the Hospital began to get into financial entanglement. An ambitious move on the part of all the Protestant churches in America, in which the Deaconess Association took part, hoping thereby to receive substantial sums for needed expansion, was what started them into serious financial difficulty.

Even then it was not the Hospital so much as other interests which, year after year, accumulated deficits. By 1928 these deficits amounted to well over a million dollars, with interest charges of $76,000. The same year showed a current deficit of over $135,000.

Since that time the Hospital has been endeavoring to extricate itself from this financial burden. The end is now in sight. The mortgage at this date is approximately $160,000, by the end of this year it will be down to near $100,000 and can be cleared entirely in *1947*. During this period, through its medical and surgical specialties and personalities, the Hospital has become world known, and today needs only the physical equipment to make it one of the great medical centers of America.

You all know how, after overcoming many obstacles, we launched a campaign for $1,500,000 for a new building. We now have close to a million dollars and before the year ends, if all groups meet their obligations, this goal should be achieved. No doubt more will be needed when new plans and prices are secured, but when the Hospital is free of debt there will be $78,000 released annually (the amount paid on the mortgage), which can be used for this purpose. Furthermore, by our appeal to a large constituency of patients who can and will pay higher rates for their care, the Hospital can pay its way and probably support its future needs.

TOP: *War Bonds for 20 Years' Service*
BOTTOM: *Medical Library*

That is one reason why, in spite of the most difficult year we have ever had, certainly in my experience, I see more encouragement for the future of the Deaconess Hospital than ever before. More people are interested today in the Deaconess Hospital; more people are offering constructive criticism, which is a sign of interest. I look to the year ahead as a great year.

But not only financially. Finances and buildings, while essential, do not make a great hospital. A great hospital grows by the kind of medical and surgical work which it does, the extent and character of its research, and by the spirit of all who serve the sick.

Nursing

I presume that the past year has been the worst year for nursing care and service to the doctors in the history of the Hospital. Lack of nurses and the falling off of volunteers, when the war ceased, has created an almost unbearable burden. The pressure for beds, the long-standing list of patients wanting to get into the Hospital, and the desperately sick patients who do get in, has made our burden heavier than in many hospitals, although all hospitals are in approximately the same situation. When you have one nurse trying to do the work of three and when most of them are students, and when many of your patients require twice as much nursing care as patients in an average general hospital, you are fortunate if the situation does not break down. I cannot speak too highly of the courage and devotion of those nurses who have borne the burden of nursing care during this period, and of doctors who have, with added responsibility and unusual labor, patiently aided us in our endeavor to get patients well; and what can I adequately say of those loyal devoted volunteer women who have so nobly carried burdens far beyond their normal strength . . . only that the Trustees and the Administration are everlastingly grateful. We can probably best repay them by building a hospital in which they will take just pride.

I do not want to dwell on our difficulties. But I do want to say this. You cannot judge a hospital under such circumstances. You are close to it. You see all its open seams. But I see something beyond all this. For example, I see the beginnings of a school for the training of nurses, superior to anything we have ever known. Few of you know, I think, with what intelligent care your Nurse Training School Committee is promoting the program which Miss Shrader, and her faculty, are carefully and steadily developing. The school is responding to this program. The Alumnae are responding. Already a spirit is growing in the school which all those in close touch with it can feel.

I plead with you to support this effort, to be patient, as you would with a young garden or a young child. If you do I know it cannot fail to develop. In time, and not too long a time either, your nursing care will become superior, and be recognized as the medical and surgical work is now.

Work in other departments of the Hospital is encouraging. You all know that Dr. Warren has been in Japan, for the government, and will spend about half of his time with them until spring. In his absence his department has functioned without difficulty or lowered standards, which is the best test of efficiency. Dr. Kenton, his bacteriologist, is back and soon the department will be on a normal plane. Dr. Marks has worked too hard. He has been without an assistant in the X-ray department since August, 1941. He

could not be here today but he too is getting his assistant back, which will greatly relieve him and put the department on a more normal basis. We have ordered, and paid for, a new photo-roentgen machine, which we expect to be delivered this spring . . . the first photo-roentgen machine in Boston. This will enable us to take small X-ray films of all patients, routinely, and should indicate all patients with tuberculosis, which now are often not discovered until there has been the possibility of infection to others.

The Personnel department, with the help of a committee from the heads of other departments, has been working on a system of personnel policies, working conditions and incentive wages, which we believe will be great help in building up the morale of our working force.

A pay cafeteria will soon be opened under the direction of Miss Winger, our new dietitian.

I want to extend thanks and sincere gratitude to the Trustees, the Executive Committee, the Staff, the department heads, and all who have given time and money to forward our work, especially to the Friends of the Deaconess and all volunteers who have so unselfishly given of themselves that our services to the sick might not fail.

We have many conflicting interests to satisfy. Let us clarify and unify our purpose and build here an instrument for the healing of men's bodies and spirits which will be to the glory of God and the welfare of all mankind.

Statistics

YEAR ENDED DECEMBER 31, 1945

Patients in hospital, January 1, 1945	244
Patients admitted 1945	6,910
Medical	1,677
Surgical	5,233
Private	1,336
Semi Private	1,547
Ward	4,027
Patients discharged 1945	6,905
Patients in Hospital, December 31, 1945	249
Deaths	203
Hospital mortality	2.7
Autopsy percentage	55.6
Total number days service	101,886
Medical days service	17,247
Surgical days service	84,639
Private room days service	18,904
Semi-Private days service	21,411
Ward days service	61,571
Full paying	59,757
Part free	41,303
Full free	826
Average daily census	279.1
Largest number treated in one day	301
Smallest number treated in one day	251
Average days stay in hospital	14.8
Average stay, private room patients	14.1
Average stay, semi-private and ward	14.9
Operations	5,508
Average operations per month	459
X-Rays:	
Diagnostic	8,629
Therapy treatments	4,912

Laboratories:

Autopsies	199
Bacteriological examinations	4,244
Electrocardiograms	1,254
Surgical examinations	6,728
Metabolisms	1,077
Chemical examinations	139,185

Other special services:

Dental treatments and consultations	4,214
Foot room service	8,237
Solutions	29,036

Out-Door Service:

Examinations	2,020
X-Rays	1,751
Deep therapy	3,062
Radium	57
Laboratory	3,060
Minor operations	503
Dental	1,176
Foot room	204
Dressings	39

WARREN F. COOK
Administrator

Red Cross Nurses' Aides at the Annual Volunteers' Party

Annual Report of the Nursing Service

The year 1945 has shown marked progress in many phases of the Nursing Department, despite the fact that this has been the most difficult year in the history of the school.

Nursing Service

The major issue of the year has been that of obtaining sufficient personnel to provide adequate nursing care. The shortage has been so acute that it has been necessary to have one small floor closed since September, 1945. This made possible, by redistributing patients periodically, the complete redecoration of the Palmer Memorial Hospital. During the year we were able to care for 279.1 patients daily, although our staff has been at a dangerously low level.

With the conclusion of the war, there has been a greater dearth than ever of graduate nurses. Those employed here have worked unflinchingly and have carried on in the face of heavy odds. Because of these overburdens, the nurses have had much more than the average amount of illness.

It is noteworthy that a large percentage of the graduating class remained to help during this critical period. Their generous response made possible our provision of much more service than would have been available otherwise.

Along with the nursing shortage, it has been impossible to obtain competent subsidiary help. Until V-J Day, the Volunteers have responded generously with their contributions of time and effort. After V-J Day, however, the bulk of the Volunteers dropped off for various reasons and thus increased the nursing load. There were, however, a few who supported us faithfully and encouraged us repeatedly by their fine spirit.

Maintenance of Care

Although some of the minor niceties of nursing care had to be sacrificed, we have been able to offer at all times sufficient care to preclude any jeopardy of the patient's recovery. As we look forward to 1946, we can see relief with the introduction of the large preclinical class in March to regulate ward duty.

Mechanical Improvements

The Precedent and Procedure Books have been revised in order to stabilize our nursing care.

Additional equipment has been purchased to facilitate the Nursing Service.

Staff Welfare

The repair and redecoration of the Faculty House is underway. This will serve as an added inducement for nurse employees. Many of the staff have continued their extramural courses and are already profiting from their studies. At present, one head nurse is on leave of absence for schooling.

Student Welfare: Counseling

A Counseling Program was commenced in February by indoctrinating the staff in the basic principles of guidance. This fall the entire plan was put into effect. Already the results have repaid us for our efforts.

Library

The organization, remodeling, and redecoration of the library were completed in April of this year. Already this has paid dividends in increased use by both graduates and students, and has also attracted favorable comment from outside institutions.

Recreation

The recreational facilities have been expanded with the completion of a tennis court for the students and graduates. Our Glee Club was organized in February, and its services have been in demand for outside engagements.

Our 1945 Announcement, the first since 1943, was ready for distribution in April. This bulletin, thoroughly revised and improved in format, proved to be a strong factor in attracting the increased enrollment in the ensuing fall class. New equipment, which has long been needed, has been obtained for the classroom.

Appreciation

We are very grateful for the support and cooperation of the Nursing School Committee. They gave us much of their time and actively concerned themselves in helping us make numerous improvements in the Nursing School and nursing service. Without their support we could not have accomplished nearly as much.

The Alumnae Association also has cooperated faithfully. They urged their members to help us at a critical time; they established a scholarship for the school, and continued to help us augment our library.

Related departments have cooperated faithfully and have displayed a spirit of friendliness and courtesy.

We have appreciated especially the understanding and cooperation with which the doctors have accepted the limitations of the nursing service. We should like to assure them that our standards of care will not remain at this minimum level as soon as we have sufficient nurses to meet our nursing needs.

Our Administrator has materially assisted us in meeting difficult situations and has made many improvements possible by reason of his sympathetic understanding and experience.

The year has been difficult, but profitable. We have all learned the valuable lesson of teamwork, as well as the importance of helpful attitudes in the face of hardships. We nurses who have weathered 1945 at the Deaconess will be more valuable to our Hospital, as well as more loyal in the years to come.

MARGARET M. SHRADER
Superintendent of Nurses

Annual Report of the Friends of the Deaconess

During the past year, we of the Friends of the Deaconess have concentrated on the completion of our pledge to the Building Fund of $30,000 for an Operating Suite in memory of Dr. David Fiske Jones. We have on hand now, in gifts and pledges, approximately $26,000. With our Rummage Sale and Pop Concert ahead, we feel every hope of achieving our goal this year.

Last spring, the Rummage Sale, conducted by Mrs. Shields Warren and her experienced team, Mrs. Albie and Mrs. Kenton, netted us about $2,000. A month later Miss Eager steered the Pops Concert to a profit of $1,000. This event was by far the most successful Pop we have given — a real Deaconess party, and some time before the end, Miss Eager was turning down applications, so great was the demand for tables.

In addition to the Jones Fund, we have made two purchases for the Hospital; first, a proctoscope, badly needed in the Clinic; second, a gauze-cutting machine, also much needed, and costing $400. We have given a small donation to Mrs. Jameson's work, and have made other small purchases.

Also, feeling that the Hospital at this point needs fine nurses quite as much as it needs money, and wishing to cooperate with Miss Shrader in her effort to attract the most promising girls regardless of their financial status, we have allotted to Miss Shrader a total of $500 to use in large and small grants to help student nurses through their training course as the need arises. It was deemed best to give the money in this way, rather than lump it all into one or two scholarships.

In the Volunteer effort of the Friends, the thought of Reconversion looms large, as it does in the whole country. How to hold the interest of the vast numbers of new Volunteers, very few of whom have so far cared to join our group, is a puzzling problem. At present Volunteers are still much needed, but this situation is bound to alter in another year. We therefore hope to find some project which will interest and attract all these recent friends when their work on the wards ends, remembering always that one loves increasingly the cause of the object one works for. Our Hospital needs their devotion! How can we keep them at work?

CATHERINE D. GRANT
President

Annual Report of the Social Service Department

In a study of 200 terminal cancer patients done in collaboration with three other social workers, it was pointed up that there was a real social, emotional, and economic problem in relation to their care and a great lack of terminal facilities. As a result of the publication of this paper in the New England Journal of Medicine last June, the Massachusetts Cancer Society made an appropriation for the use of terminal cancer patients in the coming year to each of the Social Service Departments participating in the study. This will help considerably in extending financial aid to cancer sufferers in their own or nursing homes.

To accept chronic illness gracefully is the mark of a courageous person. It is indeed heartening to those of us working with very sick people to see how many can face facts and still live each day as it comes without complaint. The young frequently show much fortitude, as exemplified in Marie B., barely fifteen years old, attractive, and well-poised. For over five years, she has suffered from bronchiectasis which has interfered with her schooling and social activities. The mother, a chronic invalid with the same condition, has been her special care. Marie herself, with her mother as an illustration, reasoned that it would be foolish to grow up only to live as a bedridden invalid; and she decided to find out if there was some medical treatment that would help. With the assistance of the local Public Welfare Department and the Visiting Nurse Association, she was sent to the Deaconess from another state. As a result of lung surgery she is fast on the road to recovery. She has been a model patient, uncomplaining in spite of much physical suffering and loneliness because of the absence of visitors. We are planning to arrange several weeks of convalescence after discharge from the Hospital so she will be in better condition to stand the long trip home.

As in the past, two series of ten lectures each on the Social Aspects of Illness were given the student nurses. They showed keen interest in the patient as a social being and actively participated in the course.

A total of 1,424 patients was referred to the department. Of these, 806 were new patients, and 618 had been known in previous years. The average under care per month was 119. 322 patients were aided with plans for convalescent, nursing home, institution, or foster-home placement. Visiting Nurse service was obtained for 70 patients and visits outside the hospital, to or in behalf of our patients, numbered 251. 2,058 medical follow-ups by letter, telephone, or home visit were made. 43 patients were remembered with Christmas gifts, generously contributed by the Friends of the Deaconess, Junior Red Cross, three private individuals, and student nurses. Approximately $28,000 was received from 135 private and Public Welfare Departments for the full or part payment of hospital bills of 194 patients. To give financial relief to needy patients, the Social Service Department raised and expended a fund amounting to $1,129. 48 patients were helped for convalescent and nursing home care, artificial limbs, transportation, special diet, medical supplies, etc.

The work of the department has been carried on by Mrs. Muriel I. Oakman and the

Director, social workers; Miss Gladys R. Harrison and Miss Mary Kelly, secretaries; Mrs. Jewell Hughes and Miss Emily Leone, volunteers.

Palmer Cancer and Tumor Clinics

It has been gratifying within the past few months to be able to welcome back for clinic service several of our doctors now discharged from the Armed Services. This will ease considerably the load on the staff who have given unstintingly of their time the past few years. Those serving the clinic are Doctors McKittrick, Smith, Sweet, Meigs, Franseen, Miller, Ingersoll, and Leadbetter.

2,725 visits were made to the clinics by 1,187 individual patients. It is interesting to note that 44% of our clinic patients reside outside the Metropolitan Boston area; this group includes residents from every state in New England and a few outside. 23% are residents of Boston, and 33% of the Metropolitan area. 271 of the 568 new 1945 patients, approximately one-half, had conditions that required medical care in the Hospital. Of this number, 179 were made house patients because of their inability to pay the doctor. 92, or one-third of the number of new patients admitted, were in a financial position to pay professional charges and were made private patients of the doctor caring for them. 30 in this group had Blue Cross. These figures indicate, I believe, that patients come to our clinics because of the reputation of the Palmer and not because of economic difficulty. A medical social worker interviews each new patient and makes a social and economic evaluation so that patients pay according to financial status. This system protects the Hospital and doctors from exploitation and yet assures each sick, seeking individual the care he needs, regardless of the fact that he is rich or poor.

Respectfully submitted,

GERTRUDE S. JAMESON
Director of Social Service

Annual Report of the Personnel Department

The Personnel Department in 1945 expanded its activities within the scope of its duties, as established during the last half of the previous year. A full-time assistant was employed, who also performs secretarial and clerical functions. During the year, the department became more fully established and received the full cooperation of the other departments.

The job evaluation project, which was started with the opening of the Personnel Office, was completed in September. So far the job descriptions, which give the duties to be performed, the working conditions, the total number of hours per week, the work schedule, the length of vacation, and an evaluation of the comparative difficulty of each job, have been invaluable aids in recruiting, interviewing, and placing applicants. These benefits are only by-products of job evaluation, since its purpose is to form a basis for wage and salary administration and stabilization — a future objective.

The employment function together with the maintenance of adequate records constituted the largest portion of the year's work. The employment of relief helpers was a major problem. They were a large, shifting group and, in general, worked only for a short period. This is understandable, in view of the fact that their average age was 15 years. The Hospital could not have operated without them, and their service to the Hospital is still greatly appreciated.

A policy was instituted, however, toward the end of the year to displace the relief workers by employing full-time employees whenever possible. It is doubtful if by the end of 1946 these substitutions will be completed, in view of the normal replacements which will be made and the vacancies to be filled. The labor picture showed no improvement in the unskilled group of workers after the end of the war. It appears that at least another year will be required before there is even a fair supply of labor and a choice among applicants possible. The labor market is tighter now than it was at any time during the war.

The total number of applicants interviewed was 1,123 during the year, 291 of whom were employed. It has been general experience among hospitals to employ applicants but not have them report for work. Others who have tried to make the transition from industry have stayed from less than an hour to a day. Many applicants are unemployable because of physical handicaps and unsatisfactory references. In some cases, too many applicants applied for one skilled position. Some unskilled employees have found even the performance of the most menial task too much of a mental strain. For the past several years we have had to employ from a group of unemployables, with the employment situation growing steadily worse.

The general trend now must be to raise our salary scale to attract higher type employees. It is felt that money could be saved over a period of time by having better paid, more efficient workers. We have lost some excellent potential employees because we do not offer a minimum wage and because we do not pay our employees every week.

If an adequate wage scale might be established based on prevailing community rates with salary ranges and step increases we would attract better employees, and the

number of separations should drop off. There were 571 separations in all departments for the year, with an average yearly turnover rate of 9.15 per cent, based on the monthly turnover rates. At the end of the year there were 520 employees on the payroll.

The Personnel Department still has much to accomplish. To set up an efficient personnel system requires several years. It must be organized to fit the Hospital's particular needs, which do not become fully apparent except over a long period. During 1946 it will be possible to anticipate more adequately the demands of the Hospital and serve a more useful role.

Respectfully submitted,

ELLEN ADAMS
Personnel Director

Just Like Home

Annual Report of Volunteer Service

The year 1945 was epoch-making in the world as well as in the Hospital. Everyone has become familiar with the Volunteers. Red Cross Nurses' Aides and Gray Ladies in their respective uniforms were seen daily on the floors. The Medical Aides, men who had been trained to give the physical care of patients like the Nurses' Aides, were new on the floors early in the year. We trained seventeen of these men and they have become valuable assets. The regular Volunteers who have had no specific training but were quickly oriented to the floors have held a high average in the continuity of their work.

Again we were fortunate to get a new group of men to do the house-cleaning work for us. They are like the unsung heroes of the war. They worked at night in closed rooms or closet where the average person did not see the fine work they were doing.

This year we have made two splendid outside contacts in getting surgical dressings made for the Hospital. The Red Cross Surgical Dressings group have made thousands of dressings for us since July. Also, All Saints Church in Brookline has a group working for us. This group is an outgrowth from two Volunteers who used to work at the Hospital in the Deaconess operating supply room. We have for years had the continued support from the Friends of the Deaconess which meets twice a week at the Hospital making dressings. The Massachusetts Women's Corps, 25 girls, come two nights a month and make dressings from 7-10 P.M. The Leyden Church in Brookline and the Old South Church in Boston have been faithful contributors for years.

Since V-E Day our numbers have gradually dropped off and after V-J Day until the present time we have had a vast decrease in volunteer help. The reasons for this are universal. Families are again united, more work for mothers in their homes, and wives are leaving to establish new homes with their returned husbands. Most everyone is very, very tired, not only from emotional war strain, but added work at home.

The Volunteers, in my estimation, should be given the highest of praise. They have come to us in our hours of need and given of their time and strength. Their only return for the work was a "thank you" or some small praise from the patients. Many have home responsibilities and work. The businessmen and women have already put in a day's work when they come to us at night.

Have we done all we could for them? Or, have we just taken them for granted? Again, I say we should often and readily speak of the good and thoughtful things they have done for us and to reassure them that they have made a most valuable contribution to the patients and *all* Hospital personnel.

The following analysis of the year will give a bird's-eye view of the work accomplished during 1945:

	No. People	*No. Hours*
Nurses' Aides	130	17,051
Gray Ladies	42	5,862
Regular Volunteers (including Medical Aides and cleaners)	147	13,059
Friends of the Deaconess	60	2,632
TOTAL	379	38,604

	Dressings
Red Cross Surgical Dressings	15,633
All Saints Church	2,922
Leyden Church	10,242
Massachusetts Women's Corps	12,744
Old South Church	39,760
TOTAL	81,301

Again I wish to take this opportunity to thank one and all in the Hospital and the Volunteers for their generous and thoughtful cooperation.

Respectfully submitted,

CONSTANCE B. LEARNED
Director of Volunteer Service

Medical Aids

Annual Report of the Dietary Department

During the past year there have been several changes in the personnel of the staff dietitians. On May 7th, Miss Carlene Millican, graduate of University of Cincinnati and Vanderbilt Hospital student dietitian training course, joined the staff as a therapeutic dietitian to replace Ann Sitzer who resigned to be married. Miss Ruth Suisman, graduate of University of Connecticut and Beth Israel Hospital student dietitian training course, came June 11th to relieve for dietitians' vacations and remained to fill a vacancy on the staff caused by the resignation of Miss Elizabeth Peterson who resigned to return to her home in North Dakota. On September 17th, Effie May Winger, formerly Chief Dietitian of the Rochester General Hospital, Rochester, New York, joined the staff as Chief Dietitian to replace Miss Rosina Vance who had been in charge of the department for fifteen years. Miss Vance accepted a position as Chief Dietitian in the North Carolina Baptist Hospital in Winston-Salem, North Carolina. On December 8th, Mrs. Mary Low resigned as Dietitian in Baker and Miss Janet Spillman, graduate of Framingham College and Peter Bent Brigham student dietitian training course, came to take her place. On May 16th, Miss Catherine Langille, acting head of the department, was married to Byron Shoemaker.

The shortage of employees has continued acute throughout the year and many days getting out three meals to patients and personnel has been a real problem. The end of food rationing eliminated some of the problems of menu making.

Negotiations for a Pay Cafeteria have been started. As soon as a few minor structural changes can be made we will change over.

During the past few years it has been impossible to replace equipment which has worn out. Some things are being made now. In December we purchased a new thermostatic controlled oven for the use of the chef in the main kitchen. A new Hobart dishwasher and tables have been ordered for the dishwashing room in the Deaconess kitchen.

In the year 1946 the Dietary Department has served 379,998 meals to patients; 385,232 meals to personnel.

Effie May Winger
Chief Dietitian

Blood Bank

Annual Report of the Pharmacy Department

Since the year 1945 was, for the most part, a wartime year, the activities of the Pharmacy Department were carried out under wartime scarcities and restrictions. Each person in the department did more than his share of the hard work entailed in carrying out the functions of the Pharmacy.

In spite of the difficulties encountered, we had our best year, from several angles. In fact, one drug, penicillin, was spectacular enough to deserve most of the space in this report. Shortly after the first of the year, it became available commercially in larger volumes, and our doctors, realizing many of its therapeutic virtues, began using it extensively. So that, by the end of 1945, we were dispensing about 700 vials (70 million units) per week, which is a daily average of one vial (100,000 units) for every third patient in the house. No other drug has ever attained such a distinctive record. It has joined insulin in first place in importance, and may even exceed it. Because of the high cost of penicillin early in the year, and the tremendous volume used later in the year, it caused some embarrassment to the Pharmacy. It threw our budget all out of kilter. We used over sixteen thousand dollars worth of it, after having budgeted only two thousand dollars. We sincerely feel that every patient received his full money's worth when this drug was used on him, because it really is more than just a newspaper "miracle drug."

Exclusive of penicillin, the volume of our work was the greatest ever done, and the excess of income over expense was most encouraging.

We had expected that penicillin would very nearly replace the sulfonamide therapy, but this did not occur to such a great extent as we had anticipated. The increase in use of vitamins parenterally more than offset the decrease in their oral use. The use of sedatives, stimulants, and narcotics for the relief of pain is, of course, a fairly constant figure, governed mainly by the number of patients.

Plans have been made, but nothing definite done, about setting up a modest manufacturing room, where preparations used in large volume in the Hospital may be more efficiently and accurately made. This room will be more in the nature of an investment than an expense, because the economy resulting will more than pay for the space required.

I should like, at this point, to thank all other departments of the Hospital, and Dr. Cook and the administration for their fine cooperation throughout 1945.

Respectfully submitted,

Joseph K. Chamberlin
Chief Pharmacist

Annual Report of the Mechanical and Maintenance Departments

The Mechanical Department has had a very trying year; repair parts have been hard to obtain, and new supplies in most instances unobtainable. We have been quite fortunate in having the majority of our older employees in this department remain with us and to them many thanks are in order for their faithful cooperation during this strenuous period.

The records show an increase in evaporation from 14.19 to 14.23 over last year; this amount, although small, reveals a conscientious effort by the engineers and fireman to improve combustion. A small amount added year by year finally represents a considerable saving in fuel. With the good rate of evaporation we had to start with, a slight increase is most gratifying.

An increase in electricity over last year amounting to 3% per patient day was due to better illumination and the addition of extra equipment.

The cost of water increased slightly due to an extra sprinkler service at the Faculty House, Laundry and Brodbeck buildings, also the Pathology Laboratory and Solution Room in Palmer used more.

The following improvements have been completed during the past year. Deaconess operating rooms No. 1 and No. 3 were remodeled, and old leaky skylights eliminated; new brick walls containing regulation windows erected and tar and gravel roofs with suitable mineral wool insulation. This has made the air-conditioning system more effective; total cost was $1,680.

All main doors of the Hospital buildings and nurses homes have been made to swing out to comply with the new city fire laws. At Palmer main entrance a permanent glass block vestibule was constructed at the time of these changes; total cost was $3,583.76.

Work has begun at Harris Hall Cafeteria to convert to a pay system; a walk-in ice box, salad cooler and ventilating fan are already installed.

All wards, semi-private and private rooms at Palmer have been painted or had Fabron hung.

Seven new dish and utensil sterilizers have been installed at Palmer, Baker and Deaconess and several of our older sterilizers have been moved to better locations which involved a considerable amount of new piping.

In closing may we hope that the inflationary and strike clouds which are obscuring the horizon may soon vanish as the clouds of war have, and that we will again work in the normalcy of sunshine.

Respectfully submitted,

Donald L. Sabine
Superintendent of Maintenance

Annual Report of the Laundry and Linen Department

During the year 1945 we have improved the schedules for delivery and collections. Through chemistry and tests we have improved our washing formulae, giving us greater tensile strength protection and whiteness retention, also a more sterile product. With the introduction of newer laundry methods and the use of time and motion study, starting June 1, we were able to eliminate the night overtime without the addition of any new employees. We are making regular inspections of machinery to reduce our maintenance costs, also periodical inspections of general conditions in the plant. We are taking care of our employees' welfare by checking lighting, heat, ventilation, foot care, and by giving a rest period each day. We maintain a high morale in the laundry, our object being to obtain contented efficiency.

We keep accurate records of all departments for comparison in production and costs of other successful laundries. We maintain a course of instruction for all new employees. By classroom conferences with nursing supervisors and other Hospital department heads, we have achieved a closer cooperation between ourselves and all other departments. The laundry department is interested in research and is a member of many laundry associations. The purpose of this is to keep in touch with modern trends, produce better work and get more wear from our linens.

Our records show that in 1945 we laundered	1,222,085	pounds
	1,865,431	pieces
Our linen room manufactured	10,234	"
We repaired	16,555	"
We discarded	7,224	"

Labor, linen, and supplies are becoming more available. The laundry needs a new drying tumbler to expedite present drying and to pre-dry for the flat-work ironer. There is a trend to use more automatic machinery which will return as much as thirty per cent in labor costs.

Respectfully submitted,

WALTER C. EMERY
Laundry Manager

Medical and Administrative Staffs

1946

Administrative Staff

FRANK H. LAHEY, M.D., *Chairman*
F. GORHAM BRIGHAM, M.D.
HARVARD H. CRABTREE, M.D.
SHIELDS WARREN, M.D., *Secretary*
ELLIOTT P. JOSLIN, M.D.
LELAND S. MCKITTRICK, M.D.
HOWARD F. ROOT, M.D.

Deaconess Division

SURGEONS

FRANK H. LAHEY, M.D., *Surgeon in Chief*

HOLLIS L. ALBRIGHT, M.D.
RICHARD B. CATTELL, M.D.
HOWARD M. CLUTE, M.D.
BENTLEY P. COLCOCK, M.D.
JAMES C. HARBERSON, M.D.
CHARLES A. LAMB, M.D.
HALSEY BEACH LODER, M.D.
CHARLES C. LUND, M.D.
LELAND S. MCKITTRICK, M.D.
SAMUEL F. MARSHALL, M.D.
JOE VINCENT MEIGS, M.D.
THEODORE C. PRATT, M.D.
FRED A. SIMMONS, M.D.
NEIL W. SWINTON, M.D.
IRVING J. WALKER, M.D.
PAUL A. YOUNGE, M.D.

PHYSICIANS

HOWARD F. ROOT, M.D., *Physician in Chief*

FRANK N. ALLAN, M.D.
THEODORE L. BADGER, M.D.
C. CABELL BAILEY, M.D.
ELMER C. BARTELS, M.D.
ALLEN G. BRAILEY, M.D.
F. GORHAM BRIGHAM, M.D.
ROBERT W. BUCK, M.D.
WALTER S. BURRAGE, M.D.
JOHN W. CASS, JR., M.D.
DONALD T. CHAMBERLIN, M.D.
ARTHUR A. CUSHING, M.D.
DONAT P. CYR, M.D.
JAMES A. EVANS, M.D.
FRANK P. FOSTER, M.D.
JOHN L. FROMER, M.D.
HUGH P. GREELEY, M.D.
ALBERT A. HORNOR, M.D.
LYMAN H. HOYT, M.D.
LEWIS M. HURXTHAL, M.D.
HARRIET D. JAMES, M.D.
STEWART H. JONES, M.D.
SARA M. JORDAN, M.D.
ALLEN P. JOSLIN, M.D.
ELLIOTT P. JOSLIN, M.D.
EVERETT D. KIEFER, M.D.
DONALD S. KING, M.D.
GORDAN R. LAMB, M.D.
ROGER I. LEE, M.D.
FRANCIS E. MCDONOUGH, M.D.
JAMES S. MANSFIELD, M.D.
ALEXANDER MARBLE, M.D.
F. WILLIAM MARLOW, JR., M.D.
H. ARCHIBALD NISSEN, M.D.
JOHN W. NORCROSS, M.D.
W. RICHARD OHLER, M.D.
A. SEYMOUR PARKER, JR., M.D.
LEROY E. PARKINS, M.D.
CAREY M. PETERS, M.D.
JOHN R. ROSS, M.D.
ALVIN V. ROUZER, M.D.
DWIGHT L. SISCOE, M.D.
CARLTON R. SOUDERS, M.D.

Richard P. Stetson, M.D.
William B. Stevens, M.D.
James H. Townsend, M.D.
Martin L. Tracey, M.D.
Eleanor A. Waskow, M.D.
Conrad Wesselhoeft, M.D.
Priscilla White, M.D.
S. Allen Wilkinson, M.D.

Anesthetists

Urban H. Eversole, M.D.
Lee V. Hand, M.D.
Morris J. Nicholson, M.D.

Cardiologist

Burton E. Hamilton, M.D.

Oral Surgeons

Varaztad H. Kazanjian, M.D.
Harold A. Kent, D.M.D.
Leroy M. S. Miner, M.D., D.M.D.

Dermatologists

C. Marshall Crawford, M.D.
Arthur M. Greenwood, M.D.
C. Guy Lane, M.D.
Ethel M. Rockwood, M.D.

Gynecologists

Henry T. Hutchins, M.D.
Frank A. Pemberton, M.D.

Laryngologists

Carl H. Ernlund, M.D.
John R. Frazee, M.D.
Walter B. Hoover, M.D.
Frank D. Lathrop, M.D.
Lyman Richards, M.D.
Harold G. Tobey, M.D.
Francis L. Weille, M.D.

Neurologists

James B. Ayer, M.D.
G. Colket Caner, M.D.
John B. Dynes, M.D.
Oscar J. Raeder, M.D.

Neurosurgeons

Gilbert Horrax, M.D.
James L. Poppen, M.D.

Obstetrician

R. S. Titus, M.D.

Ophthalmologists

William P. Beetham, M.D.
Louisa Paine Tingley, M.D.
J. Herbert Waite, M.D.

Orthopedists

George Guy Bailey, M.D.
Albert H. Brewster, M.D.
Gilbert E. Haggart, M.D.
Robert H. Morris, M.D.
William A. Rogers, M.D.
James W. Toumey, M.D.
George W. Van Gorder, M.D.

Pathologists

Olive Gates, M.D.
William A. Meissner, M.D.
Merlin L. Trumbull, M.D.
Shields Warren, M.D.

Pediatricians

Stewart H. Clifford, M.D.
Warren R. Sisson, M.D.

Roentgenologists

Isabel K. Bogan, M.D.
Hugh F. Hare, M.D.
Joseph H. Marks, M.D.

Thoracic and General Surgeons

Herbert D. Adams, M.D.
Ralph Adams, M.D.
Reeve H. Betts, M.D.
Richard H. Overholt, M.D.
John W. Strieder, M.D.
Richard H. Sweet, M.D.

Urologists

Weston T. Buddington, M.D.
Fletcher H. Colby, M.D.
Harvard H. Crabtree, M.D.
Vernon S. Dick, M.D.
Earl E. Ewart, M.D.
Roger C. Graves, M.D.
George Gilbert Smith, M.D.

Chiropodist

J. F. Kelly, B.S.C.

Palmer Memorial Division

VISITING STAFF

Leland S. McKittrick, M.D., *Surgeon in Chief*
F. Gorham Brigham, M.D., *Physician in Chief*
Carl H. Ernlund, M.D., *Laryngologist*
Joseph H. Marks, M.D., *Roentgenologist*
Joe Vincent Meigs, M.D., *Gynecologist*
George Gilbert Smith, M.D., *Urologist*
Shields Warren, M.D., *Pathologist*

Surgeons

Weston T. Buddington, M.D.
Clifford C. Franseen, M.D.
Francis Ingersoll, M.D.
Wyland Leadbetter, M.D., *Urologist*
John B. McKittrick, M.D.
Carroll C. Miller, M.D.
Langdon Parsons, M.D.
Richard H. Sweet, M.D.

Physicians

Milton H. Clifford, M.D.
Francis T. Hunter, M.D.
William A. Meissner, M.D., *Pathologist*
George P. Sturgis, M.D.
Merlin L. Trumbull, M.D., *Pathologist*

CONSULTANTS

Elliott P. Joslin, M.D., *Honorary Consulting Physician*
Joseph C. Aub, M.D., *Medicine*
James B. Ayer, M.D., *Neurology*
Henry K. U. Beecher, M.D., *Anesthesia*
Edward B. Benedict, M.D., *Endoscopy*
Olive Gates, M.D., *Pathology*
Arthur M. Greenwood, M.D., *Dermatology*
Burton E. Hamilton, M.D., *Cardiology*
John S. Hodgson, M.D., *Neurological Surgery*
Varaztad H. Kazanjian, M.D., D.M.D. *Oral Surgery*
George R. Minot, M.D., *Hematology*
W. Jason Mixter, M.D., *Neurological Surgery*
Richard H. Norton, Jr., D.M.D., *Oral Surgery*
Frank A. Pemberton, M.D., *Gynecology*
Wyman Richardson, M.D., *Medicine*
Ethel M. Rockwood, M.D., *Dermatology*
William A. Rogers, M.D., *Orthopedic Surgery*
Leroy A. Schall, M.D., *Laryngology*
Channing C. Simmons, M.D., *Surgery*
Louisa P. Tingley, M.D., *Ophthalmology*
Henry R. Viets, M.D., *Neurology*
J. Herbert Waite, M.D., *Ophthalmology*

ASSOCIATE STAFF

Hollis L. Albright, M.D.
Thomas J. Anglem, M.D.
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Bradford Cannon, M.D.
John W. Cass, Jr., M.D.
Earle M. Chapman, M.D.
Howard M. Clute, M.D.
Ernest M. Daland, M.D.
Reginald Fitz, M.D.
Roger C. Graves, M.D.
Ward I. Gregg, M.D.
E. Parker Hayden, M.D.
Albert A. Hornor, M.D.
Lyman H. Hoyt, M.D.
Henry Jackson, Jr., M.D.
Harold A. Kent, D.M.D.
Frank H. Lahey, M.D.
Charles C. Lund, M.D.
Francis D. Moore, M.D.
Robert H. Morris, M.D.
H. Archibald Nissen, M.D.
Richard H. Overholt, M.D.
Leroy E. Parkins, M.D.
Carey M. Peters, M.D.
Theodore C. Pratt, M.D.
Howard F. Root, M.D.
William M. Shedden, M.D.
Dwight L. Siscoe, M.D.
John W. Spellman, M.D.
Richard P. Stetson, M.D.
William B. Stevens, M.D.
Charles L. Swan, M.D.
Granley W. Taylor, M.D.
George W. Van Gorder, M.D.
Irving J. Walker, M.D.

Annual Report of the Surgeon in Chief

Any report dealing with the professional care of patients in the New England Deaconess Hospital concerns itself preeminently with the difficulties with which the Hospital is now faced. Never, even during the worst period of the war, has the situation been worse. Nursing help has been the greatest problem. Nurses are not available; where they are has been difficult to ascertain, but certainly they are not available to render service in the Hospital.

As a result of this, and in the face of waiting lists that are pitiable, wards have had to be closed, and urgently needed medical and surgical care denied to people who sadly need it. If I could do nothing more in this report than to impress upon the Deaconess Hospital nurses or any other nurses who read this report how urgently needed they are and what a part they could play in relieving an unfortunate situation, it would be well worth while.

Again, I wish to plead to those who are interested in the past, present, and future of the New England Deaconess Hospital that increased facilities are pressingly needed. If people who are able to contribute to the New England Deaconess Hospital building fund could only sit, as I do, day after day, begging for beds for people who are ill and must be put off, they would appreciate how seriously needed is the addition to the Hospital.

Plans are under way for an enlargement but are delayed necessarily until the amount of money necessary to undertake the project is in sight. Everyone who is interested in the New England Deaconess Hospital, in the relief of suffering and the care of the sick, can never make a contribution to improve this situation to better advantage than now.

To return to the professional aspect of medical care, many of our doctors and nurses who have been in the services are now returning, and we wish not only to welcome them back but to let them know how proud we are of what they have done in providing probably the best care and attention soldiers and sailors have had in any war or in any army.

To epitomize the present situation in the Hospital, one can say that a greater number of people are constantly seeking care in the New England Deaconess Hospital. It has not been possible during the war in any way to increase the facilities to meet this increased demand. At the present time not only have we that difficulty to deal with, but the availability of nursing personnel with which to meet it is not only not increased, but lessened. I personally wish to appeal to nurses to come forward and help out in this emergency.

FRANK H. LAHEY, M.D.
Surgeon in Chief

Annual Report of the Pathologist

In spite of the ending of the war, the shortages of manpower and material have continued to be problems for the laboratory up to the present time. We are still several years behind in obtaining needed scientific equipment, and the scarcity of highly trained help will undoubtedly continue for a considerable period. The Hospital is fortunate in that all those working in the laboratory departments have been enthusiastic in their work and ready to meet unusual situations as they arose.

Our training of laboratory officers for the Navy continued up until June, by which time the needs of the Navy for trained laboratory personnel had been reasonably adequately met.

With the ending of the war, heavy emphasis has been thrown on postgraduate training for those doctors who have been in the Service. Three veterans are now working as volunteers in the laboratory. We have so planned the work that a maximum number of returned veterans can be accommodated. These graduate courses in Pathology and Laboratory Medicine have been approved for training under the G. I. Bill of Rights.

The Pathologist was absent through the fall and early winter on a mission for the Navy. His position in the laboratory in part was taken by Dr. Merlin L. Trumbull, the assistant pathologist, and in some aspects by Dr. Philip M. LeCompte, research assistant.

The system of providing pathologic instruction for residents in roentgenology was continued.

During the year the following doctors have worked in the laboratory as residents:

Dr. Henry P. Brean — Dr. Walter L. Arons
Dr. Henry O. Paquin, Jr.

Dr. James L. Tullis, formerly of the United States Army, and Dr. J. Poyner Wyatt, formerly of the Royal Canadian Army, were appointed research fellows.

The following veterans served as volunteers in the laboratory:

Dr. Emil Stoller — Dr. Edwin B. Seelye
Dr. William F. Mahaney

The statistical report of the laboratories is appended.

Shields Warren

1945

Blood Bank

Transfusions given	3,405
Donors	3,636
Units of plasma on hand 12/31/45	341

Chemical Laboratory

Basal Metabolism Tests	1,077
Blood Examinations	65,975
Urine Examinations	61,583
Miscellaneous Examinations	11,619

Pathological Laboratory

Autopsies	201
Bacteriological Examinations	4,244
Electrocardiograms	1,254
Surgical Examinations	6,729

Solution Room

Total Solutions given (exclusive of transfusions)	29,036

Annual Report of the Roentgenologist

The year 1945 brought to the Department of Roentgenology the shortages of films, equipment and personnel which had been predicted at the close of 1944. The shortage of films is now a thing of the past, but the shortage of equipment and of trained personnel continues as this report is being written. There are in the department at present only three technicians who were with us a year ago, and for a period of about two weeks during September those three young women carried the load of the technical work of the department. They have already been personally thanked for their splendid spirit of cooperation, but I wish to take this opportunity to express publicly my sincere thanks to them.

There have been many occasions when we have been very grateful for the kind cooperation of the other departments in the Hospital. Our thanks to them should also be publicly offered.

The combined service in roentgenology which was organized in 1944 by the Peter Bent Brigham, Children's and Deaconess Hospitals is now in full motion. It appears to function to the benefit of residents and hospitals alike and we hope that it may continue. Dr. Jasper N. Ross was the first of the group to serve with us and has now returned to Peter Bent Brigham to complete his training.

I am very happy to be able to announce that during the coming year we will have with us Dr. Donald P. Ham as assistant roentgenologist. Dr. Ham has recently returned from service in the Pacific theatre where he was chief of the department of Roentgenology in Army Base Hospital No. 105. He was resident here for two years prior to July, 1941, and from then until January, 1942, he was resident at the Massachusetts General Hospital.

The year has witnessed an almost complete change in our method of giving dye for examination of the gall bladder. In the past we felt that intravenous tetraiodophenolphthalein was necessary for accuracy. The same dye given by mouth often resulted in nausea, vomiting, diarrhea and inadequate visualization. A derivative of propionic acid which has been developed by Schering Corporation under the trade name "Priodax" has shown itself to be almost entirely free from the unpleasant side effects of the earlier drug and results in very satisfactory visualization. It is now used in virtually all of our gall bladder examinations. There seems to be no further need for the potentially dangerous intravenous method.

There has been no major addition to our equipment during the year but the old generator in the cystoscopic room was replaced by a new one which had been ordered fifteen months previously. Shockproof cables and a rotating anode tube were installed at the same time. An order has been placed for a photo-roentgen unit similar to those used in the induction stations during the war. When that arrives we hope to be able to have an X-ray examination of the chest of every patient upon admission to the Hospital.

The shortage of nurses has often resulted in poor preparation of patients for examination of the gastro-intestinal and urinary tracts. We sincerely hope that that difficulty may soon be corrected, since it is our belief that examination of those tracts cannot give

the greatest possible amount of information unless the patient has been properly prepared.

Statistics for the year show that 8,630 examinations were made and 4,912 treatments given. The number of examinations is about 3.5 percent below the figure for 1944. The number of treatments is almost identical.

Respectfully submitted,

JOSEPH H. MARKS, M.D.
Roentgenologist

NEW ENGLAND DEACONESS HOSPITAL

Annual Report

1945